



USAID
FROM THE AMERICAN PEOPLE

KOSOVO

CLUSTER AND BUSINESS SUPPORT PROJECT

Communications Strategy

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PROJECT COMMUNICATIONS GUIDELINES FOR THE KCBS TEAM

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I. COMMUNICATION BASICS

Chemonics' Communications Philosophy

Communications is a core value across our company. It is part of our business strategy, not a specialized activity relegated to a single department. We look at communications as an expectation for the company as a whole, all its staff members, its projects, and its relationships with clients, beneficiaries, and the public.

Part of our corporate mandate is to help our client, USAID, achieve its communications objectives. We define our responsibility as helping USAID tell stories to demonstrate the effectiveness of its programs to persuade the American public of the importance of foreign assistance to world peace and stability. Most USAID missions evaluate projects in part on how well they perform this function.

The following principles underpin our communications philosophy:

- 1) *Communications is everyone's job.* Everyone in the company—both field and home-office staff—bears responsibility for this function. Communications is a key attribute of a versatile Chemonics professional and a leading measure of job performance.
- 2) *Communications involve both listening and telling.* Listening is the first principle of teamwork and collaboration. We begin a project communications plan by listening to and understanding our audiences. Throughout implementation, we use listening to tell us whether or not an activity is working. Listening supplements the feedback we receive through monitoring and evaluation.
- 3) *Communications are comprehensive.* Communications encompasses every tactic or tool that allows us to connect to others through telling and listening. We start with the framework of a communications strategy and use as many communication vehicles as are appropriate in that context.
- 4) *Communications strategies and tools revolve around core messages.* The vehicles we use to convey our core messages are tailored to specific audiences, but core messages do not change from one audience to the next.
- 5) *The audience is always the driver.* In choosing our communications strategies, messages, and tools, we consider what audiences know, how they communicate, and what we want them to do. These drive our communication program.
- 6) *The "internal" audience is the most important driver of all.* The internal audience is anyone vested in the company and its work, i.e., staff, board members, partners, and consultants. Internal audiences are the critical communicators, conveying messages, listening to feedback, and gathering information. Thus, as a matter of policy, we establish our core messages internally before we communicate with our external audience. And we take the time to get it right.
- 7) *Communications connect to the bigger picture.* Communications serve larger development goals in ways that are demonstrable and direct. They help achieve project goals and serve our development mission: promoting meaningful change around the world to help people live healthier, more productive, and more independent lives.

Project Communications: 10 Tips

- 1) Frequent, open communication with USAID is essential.
- 2) Establish clear systems for HO-FO communication.
- 3) Identify your project with the project name and USAID's logo. Don't use the Chemonics logo.
- 4) Incorporate communications early and get all team members on board.
- 5) Weave communication strategies throughout the work plan and M&E system.
- 6) Identify all your audiences; know how to reach them, and when.
- 7) Write impact stories regularly for USAID and project reports.
- 8) Always carry a camera, and keep an organized photo file.
- 9) Begin planning your final report at start-up.
- 10) Apply good design principles to everything the project produces.

Chemonics' Branding Policy

- Put USAID's name and logo on all project materials.
- Remove the Chemonics logo from all project materials.
- Use the project name (not Chemonics) when answering field office phones and in presentations.
- Minimize the Chemonics name on project materials. Keep it off major deliverables, project Web site home pages, door signs, and placards. Use it with discretion on brochures, newsletters, and other materials.

USAID's Branding Policy

Projects are required to identify USAID by name or logo as the source of funding for printed materials and events. According to USAID guidelines published December 1991, "products funded under this contract and intended for general readership or other general use will be marked with the USAID logo and/or U.S. Agency for International Development appearing either at the top or at the bottom of the front cover or if more suitable, on the first inside title page for printed products, and in equivalent/appropriate location in videos or other information/media products." (USAID Acquisition Regulation--AIDAR)

If you have a project logo, you will use both it and the USAID logo on printed and electronic materials like brochures, Web sites, banners, invitations, and advertisements. Project stationery and business cards can use the words "Funded by the U.S. Agency for International Development" to focus attention on the project logo. Check with the mission about how to give proper attribution. Make sure you use the new logo: see <http://www.usaid.gov/branding/>.

Project Logos

Not every project needs a logo. For smaller projects, the cost and time it takes to develop a logo may be unrealistic. In large projects, the logo is a clear part of the communication strategy, cementing a cohesive, consistent look and message that unifies a broad range of activities. In general, a logo is appropriate in the following circumstances:

- Awareness of the project itself is key to its success.
- The project encompasses a wide variety of activities and stakeholders who need to be unified for impact.
- Stakeholders are more likely to support and participate in the project if it has a public face.
- Project activities will be continued by a partner organization once the project ends.

The logo should:

- Be tested among targeted audiences to assure its effectiveness, understanding, and cultural appropriateness.
- Not reference Chemonics.
- Be approved by the local USAID mission.
- Be used on all communications materials produced by the project.

Considerations in developing a logo:

- The number of colors in a logo determines its expense. A one-color logo that uses shaded tones can be cheaply reproduced.
- Make sure the logo looks good in black and white so that it is recognizable when photocopied.
- Be aware of language translations and cultural considerations that impact understanding of the logo. The primary language should be the host-country language.
- Local graphic design firms are cheaper and probably better able to provide cultural sensitivity to the creation process.
- Complex logos take a long time to load – be sensitive to the IT capabilities of your field office.

Partner Logos

Partner organizations that produce materials and organize events on behalf of the project often want (and deserve) their logo on publications, banners, ads and other materials. USAID guidelines say: "Logos and markings of co-sponsors or authorizing institutions should be similarly located and of similar size and appearance." In cases where there are several partner organizations, such as a large conference with many sponsors, make sure that the project and USAID logos are prominently placed. For large coalitions with 10 or more member organizations, try to encourage the creation of one single coalition logo to represent them all.

II. PROJECT REPORTING

Reports

USAID's reporting requirements are opportunities to tell your project's story. A good report is a good read and a resource that emphasizes value, knowledge, and development. It shows how the project is changing people's lives (impact) and explains what it accomplished and how (methodology). A good report follows this structure:

- *Executive summary.* Capture the reader's interest and summarize what the report is about in one or two pages.
- *Context and challenges.* Set the stage with background. Present the challenges and constraints the project encountered and explain how the project responded.
- *Methodology.* Discuss the project's design and intention. Focus on activities that illustrate methodology. Incorporate a theoretical framework and explain why the project chose that approach.
- *Results.* Focus on results that represent the project's accomplishments and discuss their impact. Put people first in describing how the project made a difference.
- *Best practices/lessons learned.* This is one of the most important sections of a report because it captures the knowledge most relevant to other projects and the development community. Discuss what worked and what didn't and explain the implications; others can learn from your experience.
- *The future/sustainability.* What are the next steps? Discuss how activities will continue after completion of the project.
- *Impact stories.* Use personal stories of beneficiaries or participants as sidebars to the main text. Stories enrich the reader's understanding and demonstrate commitment to our mission and values.
- *Photographs.* Photography is visual documentation; it shows progress through images. It's as important as the words you use and essential to good project communication. Use captions to identify the photograph and place it in context. See page 6 for tips on taking good project photos.

Templates

Use standard Chemonics templates for all project reports. This saves editing and formatting time. The templates you will need include:

- Section.dot: This is the most important template. Use it to write any section of a report.
- Execsum.dot: For executive summaries
- Annex.dot: For report annexes
- Contents.dot: For a table of contents page
- Cover.dot: For a report cover
- CV-Chemonics.dot: For Chemonics-style resumes
- Biodata.dot: Allows you to create a biodata form
- Document.doc: For any document that looks like Chemonics-style reports, without header and footer

To use a template:

- Open the template file.
- Before you start typing, go to the FILE menu and choose SAVE AS. Give the file a new name
- If you are typing new text, click on any bracketed field within the template. It will automatically highlight. Then you can replace the text in the field with your own text.
- If you are pasting in text from a different document, click to highlight the bracketed text, then go to the EDIT menu and choose PASTE SPECIAL/UNFORMATTED TEXT to paste your text into the template in the correct format. Use PASTE SPECIAL every time you paste in text from another document, otherwise the original formatting will come along with your text. You may have to restore special formatting that will be stripped out of your original text, such as bullets, numbers, and italics.

III. DOCUMENTATION THROUGH STORIES AND PHOTOS

Success Stories

Sharing stories about development is everyone's responsibility. Success stories explain how problems are being solved. They include facts and figures about how people are living better lives. They put a face on the work we're doing all over the world. Success stories are also critical to supporting our client's agenda (see the USAID success story Web site, <http://www.usaid.gov/stories/about.html>). It's best to write stories regularly throughout implementation instead of doing them all at the end. Know your audience and keep their requirements in mind as you gather data, conduct interviews, take photos, and dig up background. Stories may be used by:

- *USAID.* Early in the project, meet with your CTO and USAID communications officer to learn what USAID communication vehicles you might be able to use. Most missions will want to review success stories submitted to the USAID/Washington Web site listed above – check with your CTO. Visit the USAID Web site for guidelines on five types of stories: Success Story, Case Study, First Person, Before and After, Photo and Caption.
- *Your project Web site.* Check with your CTO, who may want to review stories to be posted on the project Web site.
- *Chemonics Web sites.* Get your story posted on www.chemonics.com (the public Web site) or www.chemonics.net (the company intranet). Submit your story to the home office through your PMU. Communications Division editors can help you polish your story or provide in-depth assistance in preparing it.

Anything that illustrates how your project is helping people live healthier, more independent, and more productive lives is a story. Build it around this framework:

- 1) *Impact.* Stories need to demonstrate quantifiable impact. How much has foreign investment in Jordan gone up? How many people in Indonesia now have access to clean water? How many hectares of forest has Bolivia certified? If pollution has been reduced, say by how much. If farmers own more land, say how much more. Impact data supports the claim that projects are helping people.
- 2) *Context.* What is the project doing? Why? What activities were carried out and how did they help achieve this impact? Who are the beneficiaries? Why is this important?
- 3) *Background.* Describe the problem that sparked the need for the project. Include specific background on a country or a region, a business or an institution, a crop or a practice. Explain what techniques were used to solve the problem and how they worked.
- 4) *People.* Always find a human angle. If we are helping Ukrainians get titles to their land, tell readers how that land has helped generate income for literacy classes. If we are helping Egyptians use natural gas buses to fight air pollution, explain how fewer children suffer from asthma as a result.
- 5) *Description.* Most readers have never seen coffee production in Rwanda or wood processing in Kosovo. Be descriptive. Explain the scene in detail and show readers what's going on.
- 6) *Quotes.* Quotes bring stories alive and substantiate your story. When you're gathering information, talk to beneficiaries, not just project personnel or USAID officials. Quote subjects accurately, and never invent quotes!

Photography

Buy a digital camera to document project activities, and start using it early so you can see changes over the life of the project. If your project can afford it, the best camera available at the time of this writing is the Canon EOS Digital Rebel. Purchase the lens and camera for about \$1,000; a couple of one-gigabyte compact flash cards for about \$250 each to store around 400 images per card; and lots of extra batteries – each one will last for about 500 shots. You will also need a card reader, which is a small attachment with a USB cord that plugs into your computer. You can plug the camera directly into the computer, but the card works better and is only about \$40. Together with batteries, UV filters, and a solid carrying bag, the total cost as of this writing is around \$2,100. For about half the price you can also buy the Nikon CoolPix 5400. Most important technical points to remember about digital cameras and photography:

- Durable body – metal is best
- Minimum 4 megapixels
- Minimum 4x optical (not digital) zoom
- Rechargeable batteries
- Shoot in TIFF or large (2-3MB) JPEG format
- Back up your photos on your hard drive or CD

If you're traveling by air, carry your camera equipment on board with you. Take your cards out of your camera and put them in a digital memory card protective case. There have been rare instances where cards were scrambled going through X-ray screening machines. The best thing to do is download your pictures off the cards and onto a CD before traveling and not risk losing your pictures.

Here are some tips for taking good photos:

- 1) *Get close.* The closer you get to the subject, the better your pictures will be. Getting close eliminates distracting, unnecessary backgrounds and shows the subject clearly. You should show just enough of the scene to make the picture clear and interesting.
- 2) *Use a simple background.* Take control — move your subject or your camera to find a simple, uncluttered background for clear, strong pictures.
- 3) *Create contrast* between subject and background. Frame your subject against a light background if they have dark skin, and vice versa. If you are photographing vibrantly dressed or a large group of people, find a plain background.
- 4) *Keep people busy.* Prompt your subjects to be active to avoid stiff, static poses. Their expressions will be more natural, and your pictures will have a feeling of lively spontaneity.
- 5) *Place the subject off-center.* This makes the composition more dynamic, but be careful not to cut part of the subject out of the picture.
- 6) *Use variety.* Turn the camera 90 degrees for a vertical photo. Avoid taking only horizontal pictures.
- 7) *Add texture and pattern.* Look for texture or pattern when photographing what would otherwise be an average picture. For example, if you are photographing a bread and pastry producer, frame the arrangement of pastries stacked and ready for sale. If you are photographing a wood carver, focus on the grains of wood.
- 8) *Include foreground objects in scenes* to add distance, depth, and dimension.
- 9) *Look for good lighting.* Cloudy, overcast days generally provide the best lighting for outdoor pictures of people. Bright sun makes people squint and creates harsh shadows. On overcast days, the light is more flattering to faces. On sunny days, opt for early morning or late afternoon for softer lighting.
- 10) *Use your flash.* Be sure to stay within the "flash range" — typically 4 to 12 feet. Outdoors, use flash to soften shadows, brighten colors, or freeze action. Use flash indoors to provide extra light in dim rooms and to freeze action for sharper pictures.

IV. FREQUENTLY USED COMMUNICATION TOOLS

News Releases

If your project maintains a Web site or if you are planning a public event, news releases can help you publicize your efforts to the public and the media. Below are some basic guidelines for writing an effective news release:

- Develop a standard format. At a minimum, include your logo, the date, and contact information, including the name and telephone number of a person available to answer questions from the media and the public.
- Think about your audience and write for that audience.
- Keep your news release brief — one page or no more than 500 words (250 words for USAID/Kosovo).
- Use a verb in the headline.
- The first paragraph, or "lead," should cover the five W's: who, what, where, when, and why.
- Keep paragraphs short, with each paragraph focusing on one main point. Write your release in an "inverted pyramid" style, starting with the most important information, followed by details and supporting information.
- Avoid clichés and jargon. Stick to plain English and stay away from acronyms. Remember that your purpose is to inform — not confuse — the reader.
- Include a quote or two by someone close to the story (counterpart, beneficiary) to liven it up. For credibility, provide the full name and title of the person you are quoting. Never invent quotes!
- End with a short paragraph providing background about your project and Chemonics.
- Chemonics' external Web site has examples of effective news releases.

PowerPoint Presentations

Effective slide presentations are well organized, simple, and visually consistent. Follow the guidelines below for slide preparation and format.

Preparation. Begin by drafting an outline of the presentation and its important points. From the outline, make a list of slides. Allow an average of 2 to 3 minutes per slide (a one-hour presentation will usually require 20 to 30 slides). Develop a rough draft of the content, following the suggestions below. Then, go to your team for input to fine-tune the content. When you have a rough draft of the slides, prepare talking points to accompany them. Practice your presentation several times and adjust the content of the slides as needed.

Format.

Fonts:

- 40 pt. or larger font size for headings
- 34 pt. font size for text; never less than 18 pt.
- Sans serif font (such as Arial) for headings
- Serif font (such as Times New Roman) for body text
- First word of each phrase or bullet in capital letters

Color:

- One dark color (such as black, dark blue, or purple) for background
- One light color (such as white or light yellow) for headings
- One light color for text
- One light color, used sparingly, for emphasis

Structure:

- Aim for six lines of text, six words per line (or less).
- Use parallel sentence structure (i.e. begin each item in a bulleted list the same way, with a verb or a noun).
- Include an outline or "overview" slide, listing the main sections of the presentation, and show it (with the proper section highlighted) each time you begin a new section.
- Less is better — don't clutter the slide with complicated graphics or too much text.

Tip: If your presentation is interrupted by discussion, press the letter B or the period key to display a blank black slide. Or press the letter W or the comma key to display a blank white slide. Your audience can now focus on you instead of being distracted by your slide.

Web Sites

There are two types of Web sites: internal intranets, and external Internet sites. Your project may require one, both, or neither. Before you decide, thoroughly consider:

- Who is the Web site's intended audience?
- What is the audience's access to the Internet?
- What is the speed of most connections?
- What is the purpose of the intended Web site?
- What can a Web site do that cannot be done on paper, through radio, TV, or other media, over the phone, or in person?
- What is your budget and plan for maintaining the site?

Chemonics' IT staff offers excellent technical support, but project staff are responsible for design, content, and maintenance.

Purpose. A good Web site has a purpose and meets visitor needs. It provides what visitors want, helps them find it quickly, and works efficiently. Your project Web site could serve any of the following purposes:

- Informational — providing information, including news, guidelines or instructions, reference materials, and links to related sites
- Advocacy — presenting and generating discussion around an issue, offering a forum for user feedback
- Instructional — providing on-line training
- Transactional — allowing users to accomplish a task like purchase a product, register, or vote
- Community building — allows users to communicate with each to discuss needs, solutions, and activities

Audience. Good Web sites are carefully focused on the audience and its needs. Know whom you are trying to serve and how best to communicate with them. To justify a Web site, you must be confident a high percentage of your intended audience uses the Internet. If not, select an alternative means of communication

Planning. Once you've determined a Web site can increase your project's effectiveness, develop a *statement of purpose* and an *audience profile*. The statement of purpose should explain who the Web site will help, what needs it will meet, and how it will meet them. It will guide all the work that follows in developing and maintaining your site. Next, develop a profile of your audience that addresses their education and skill level, language capabilities, design and color preferences, communication style (formal or informal), and cultural "musts" (for example, "must" you include a photo of the very important persons associated with your project?)

Design. Once you have a well-conceived plan, the Web developer should develop several prototypes for the home page and other pages based on team ideas. Devote time to getting the design right; changes can be time-consuming. Your goal should be a consistent and predictable design that attracts visitors to your site and makes them confident they can find what they need.

Text. Left-justify the text and use lots of white space. Use easy-to-read fonts like Times New Roman or Arial. If you want to highlight something use bold types – italics can be hard to read, and colors can be confused with hyperlinks. Keep page titles and headlines short.

Content. Good content will attract, keep, and return visitors to the Web site. Engage them immediately with good writing. Use journalism's "inverted pyramid" when writing for the screen. Start with the broad conclusion, or why this piece should interest readers. Present the most important facts, then add detail. Use active verbs, short sentences, short paragraphs (no more than 4 lines), and short lines (no more than 60 characters). Anything longer than two screens should be broken into smaller pieces or offered in printable form. Post fresh content on a regular basis to keep people coming back. The team shares responsibility for generating new materials and improving the site. All team members should learn how audiences view the site from interactions with stakeholders. Try to add something new at least once a quarter – more often if you can. Consider dedicating a space on the home page to new items. Keep your site predictable by posting announcements of new material or news in the same place each time. Instead of eliminating old material, update the old pages or link to newer versions from the old page so that visitors who may have bookmarked your page can still find it.

Hyperlinks. Offer hyperlinks to sections within a long document, other materials on your site, or relevant materials on other Web sites. Place them at the top or bottom of the page, not in the middle of text, where they will distract readers. Tell users where a link will take them: for instance, “Click here to read more about the media in Bosnia.”

FAQs. If your project offers a service, you may want to place a FAQ (frequently asked questions) page prominently on your Web site. Use this to answer common questions. A good FAQ sheet reduces the time staff spend responding to questions that come up again and again.

User-created materials. If your Web site solicits user feedback (on a policy issue, for example) or creates an online community, provide a structure for feedback. For example, if your site seeks to enhance interaction between civil society organizations and municipal governments, you may want each entity to provide a description of itself. Ask responses to structured questions like: Where are you located? How many citizens do you represent? What are your top priorities? How do you get your funding – grants, taxes, user fees? This will make it easier for contributors to participate and provide data in a useful format.

Editing. Your Web site can be seen by anyone in the world, and you want it to impress your audience and client. Quality control is critical. Project team members with excellent writing skills should proofread materials for typographical and grammatical errors. Web-savvy editors from Chemonics can edit your materials and enhance their utility on the Web.

Posting and testing. As soon as graphics and written content have been approved and edited, give them to the Web developer for posting. Then the site is ready for beta-testing. Web team members should explore the test site to:

- Check to see if the purpose of the site is apparent.
- Test the ease and clarity of navigation elements.
- Check links.
- Look for typos and missing content.
- Determine whether the site creates a professional, well-organized impression.
- Ensure scrolling is not excessive.
- Ensure all major elements appear on each page.

Launching and marketing. Your site may have a very limited audience and may not need to market. For example, the Cairo Air Improvement Project’s site is meant primarily for USAID and government staff and doesn’t need to attract other users. Usually, though, you will need to market your site to a larger audience. Here are some ways:

- *Include your Web site address on all project literature*, including brochures, letterhead, business cards, and reports.
- *Publicize the site* through industry or sectoral newsletters or events.
- *Set up exchange links* with respected related sites — they offer a link to your site from theirs, and vice versa.
- *Register with search engines* so anyone on the Internet will be able to find your site. You need to register with a search engine to be searched by it. The COP should designate one person to register the site with appropriate search engines such as Yahoo, MSN, AOL, Lycos, Infoseek, AltaVista, Google, Excite, or regional and sectoral search engines that may be more useful to your project. There is no charge for registering with most search engines, though many charge up to \$100 to expedite your registration. You can either register yourself or contract a registration submission agency to register for you, depending on staff time and budget. Two popular submission agencies are submitit.com and all4one.com, which charge nominal amounts for registering your Web site with dozens — even hundreds — of search engines. Be aware that some engines search only the particular page registered, and others follow and search all the links from that page. You may want to register each of your important pages separately to ensure search engines capture them. Different search engines use different approaches to searching, including metatags, keywords, or classification. The Web development team should think carefully about the terms people might use to find the site and develop a list of important terms to include in metatags. Use these terms liberally in the text of the page and its metatags. The Webmaster should ensure metatags have been inserted into each page to improve visibility in search engines.

Maintenance and tracking. Digital media are unstable and can develop problems overtime. The Webmaster should develop a regular maintenance schedule to check hyperlinks to ensure they work, post new material, answer or refer e-mail from users to project staff, and request search engines to re-index when there are major additions, or at least once a year. As new material is added, the Webmaster should avoid reorganizing existing material by moving pages to new addresses or URLs. This will break links to that page from other Web sites. The Webmaster should also track

site usage. Commercial products, such as WebTrends, analyze the “log file” and translate it into useful information such as total number of visits, visitor locations, new versus returning visitors, most active visitors, dates and times of visits, length of visits, most and least frequently viewed pages, and most frequently requested keywords. Report relevant information to project staff.

Measuring success. Know what you want to achieve. This will help you determine whether developing the site is worthwhile, and then help you evaluate its performance. The following are possible measures of success:

- The intended audience uses the site, and the site meets their needs.
- The site is “alive.” It regularly offers new materials or opportunities for its audience.
- The project learns from the site. Staff gain a better understanding of needs or issues based on usage or feedback.
- The site is sustainable. Because it plays a useful role, a local institution inherits the site and continues to provide the service after the project ends.

The team should meet periodically to review the reports and user feedback and determine if site modification is necessary. It’s easy to fall into a lull once the Web site is launched. Avoid this! Make all your hard work pay by continually improving the site to better meets its goals.

Project closeout. During initial planning, project staff should think about post-project plans for the Web site. Alternatives include (1) taking the Web site offline and archiving it or (2) transferring the site to a local organization affiliated with the project.

- *Archiving.* Consult with the Chemonics IT department well in advance to ensure a record of the site is made. Even if another institution inherits the site, Chemonics needs a copy for its corporate records.
- *Transfer.* Sustainability of a Web site after project conclusion is a laudable goal. You will need to find a good local institution, possibly a counterpart, to carry on this responsibility. Ideally, this counterpart has visibility and an excellent reputation; an ongoing interest in the project’s main technical activities; dedication to high-quality work; and adequate staff and funding for regular updating and maintenance. Start working with this institution as early as possible and associate the site with the institution from the outset if you can.

V. KCBS and USAID

Relationship with USAID. Our most important communication task is to listen to our client. We began planning communications for KCBS by asking for USAID's input on three topics:

- Their vision for KCBS
- Their media policy
- Guidance on how KCBS can help meet USAID's communication objectives

Vision. KCBS is USAID's only vehicle for private sector growth in Kosovo. It represents 25 percent of the mission's portfolio. USAID views 2005 as a crucial year for (1) demonstrating rapid achievements by KCBS in employment, investment, and import substitution and (2) getting the word out.

Media policy. USAID wants to review all written communications from KCBS to the press. They also translate materials into Albanian and Serbian. This process takes several days, so KCBS staff should draft press materials in advance of important events. Xheraldina Rexhepi will help you with the writing. She will also handle submission of materials to USAID. Please review these three USAID documents:

- "USAID's guidelines for dealing effectively with the press"
- "Admin notice on official terminology to be used in USOP texts and documents"
- "Public events planning"

Guidance. USAID/Kosovo welcomes KCBS contributions to its publications. They would also like to participate in events organized by KCBS. Some specific ideas include:

- *E-News.* This is a biweekly 2-page newsletter compiled by USAID. It has project news briefs of about 100 words each. It is distributed to other donors and partners. The purpose is to share news and discover synergies between projects. KCBS is welcome to contribute. This is where you can highlight project activities (such as study tours, trade shows, B2Bs) that are of interest to the larger development community. Xheraldina will edit and submit your draft to USAID.
- *News releases.* KCBS is welcome to write as many news releases as possible. USAID will release them to the media through their own channels. They should be 250 words in length and focused on clients and results (for instance, creation of the Dairy Farmers Association, implementation of new products or processes by clients), not project activities (for instance, training sessions or study tours). Try to write the news release in advance so USAID can review and translate it in time to send it to the media on the appropriate day. Xheraldina will edit and submit your draft to USAID.
- *Success stories.* These are longer (500 words or more), more complex stories that connect individuals with the "big picture" of what KCBS is all about. USAID's Washington, D.C., Web site has guidelines for success stories at www.usaid.gov/stories/. Chemonics also posts success stories on www.Chemonics.com. If you want to develop a success story, discuss it with Xheraldina well ahead of time. She can help you decide if it's a good story and who should write it. Success stories for USAID must have photos. See page 5 of this guide for tips on taking good project photos. Xheraldina will submit the completed story and photos to USAID for review. They may ask for revisions. USAID/Kosovo would especially like to see more photos of businesswomen.
- *In-depth articles.* KBS staff used to contribute monthly articles to Kosovo's largest daily: for example, about investors and business risk, or about the health benefits of bioactive yogurt cultures. KCBS staff are welcome to continue writing on relevant issues for publication. USAID wants to review these articles before they are sent to the newspaper. Submit them to USAID through Xheraldina.
- *Events.* The USAID/Kosovo Mission Director likes to use events to get USAID's message out. USAID needs advance notice of at least 12 days for the mission director's participation, and at least 2 weeks for the Chief of Mission of the U.S. Office Pristina. USAID is especially interested in showing the work of cluster firms outside Pristina. They're eager to participate in mini-events, such as a ribbon-cutting for a new factory or processing plant. They would like KCBS to invite USAID speakers to out-of-town meetings or events. The more advance notice you can give them, the more time they have to plan the logistics and get a good turnout. They suggested KCBS could also help with logistics, for instance, by offering rides to journalists.

- *VIP visits.* USAID gets frequent VIP visitors from the United States, mostly members of Congress. USAID likes to get VIPs out of Pristina and take them to client sites. They will try to give KCBS as much notice as possible, but schedules often change at the last minute, so KCBS staff should be prepared for that. USAID specifically requested KCBS to take visitors to meet some minority clients who are not in enclaves. The purpose of these visits is to show the VIPs how U.S. foreign assistance supports good development work, and also to demonstrate that many needs are still unmet and deserve continued U.S. funding.
- *PowerPoints.* USAID will be asking KCBS technical staff to prepare PowerPoint presentations for VIPs from time to time on specific technical topics. USAID sees these presentations as another way to build VIP support for USAID's work in Kosovo. Presentations should focus on results – think about what the project is doing for Kosovo and Kosovars. They should be “concise and precise” – no more than 10 minutes. See page 7 of this guide for PowerPoint tips.
- *Other USAID opportunities.* USAID has some internal communication vehicles where KCBS can post one-line summaries of events that are too small for a news release or E-News. Technical teams should keep Xheraldina informed so she can send this information to USAID.
- *Working with the media.* USAID encourages KBS to take reporters on field visits. You should inform USAID in advance, stick to specific talking points (avoid irrelevant topics and don't express personal opinions), and let USAID know immediately if you've said something that could be misinterpreted. (They won't blame you, but they don't want to be taken by surprise.) Talk to Xheraldina about dealing with reporters – she knows who's reliable and what you should and should not say. Try to work with a responsible reporter who is sincerely interested in development and doesn't have an agenda. When you get to the site, your job is to get the client talking. Ask leading questions if necessary. If you can, show the reporter different parts of the value chain – producer, processor, wholesaler, retailer, buyer – so they can better understand the cluster concept.
- *Regular project reporting.* KCBS submits monthly and quarterly reports to USAID. The quarterly reports should be more than a summary of activities for the quarter. It should begin with a short executive summary of what's inside and include a background section that summarizes progress made so far, challenges ahead, and current events or developments that have an impact on implementation. An outline of this structure is on page 4 of this guide. Getting a sense of perspective and progress into these reports early in the project lays a sound foundation for a solid final report that can tell the story of how and why KCBS started, what it accomplished, and what the future holds for clusters and business support services in Kosovo. This way, the project will leave two lasting legacies – strong project results, and a record of KCBS methodologies for other development professionals to share and learn from.

* * *

KCBS COMMUNICATION STRATEGY

A. About This Report

This report presents a communication strategy and action plan for the Kosovo Cluster and Business Support project. It is the product of a two-week consultancy to integrate communications into the Year 1 work plan, and to establish systems for fact-based, people-focused impact reporting to USAID and stakeholders over the life of the project. The strategy is guided by the work plan and discussions with USAID/Kosovo on the mission's vision, goals, and objectives for KCBS. Key elements include:

- Our communications approach and our response to USAID's guidance (Subsection B)
- A communication strategy identifying target audiences, key results, key challenges, core messages, and message delivery by component (Subsection C)
- A communications work plan specifying activities, responsibility, resources, milestones, and timing (Subsection E and Annex A)

The scope of work for this assignment is in Annex B. A list of resources consulted in preparing this report is in Annex C.

B. Communications Approach

Communication has a role to play at every stage of a project. At start-up, it helps align staff around a common vision and message. During implementation, it helps projects achieve their objectives, improves reporting, and builds awareness of issues. Throughout the project's life and at close-out, communication helps document impact for stakeholders and the public.

Our approach to communications rests on four principles: soliciting stakeholder input, developing core messages, disseminating messages to target audiences through the most influential communication channels, and inviting feedback.

B1. USAID's Priorities and Crosscutting Activities

Our first stakeholder is the client. We began planning KCBS communications by asking USAID/Kosovo for input on three topics:

- Their vision for KCBS
- Their media policy
- Guidance on how KCBS can help meet USAID's communication objectives

The following summarizes USAID's input and our plans to help the mission meet its ongoing communication needs.

Vision. KCBS is USAID's only vehicle for private sector growth in Kosovo. It represents 25 percent of the mission's portfolio. With final-status talks scheduled to begin in mid-2005, USAID views this year as crucial for demonstrating rapid achievements in employment, investment, and import substitution and getting the word out. KCBS will keep these priorities front and center as we implement our communications activities.

Media policy. USAID provided guidelines on (i) dealing with the press, (ii) official terminology, and (iii) public events planning. These were shared with all KCBS staff (see subsection B2). KCBS will submit all communications from the project to the print and electronic media to USAID for review. KCBS communication specialist Xheraldina Rexhepi will handle submission of materials to USAID and liaison with the media. The KCBS team will follow USAID's guidance on official terminology and allow ample time to involve USAID in project events.

USAID crosscutting activities. USAID/Kosovo provided guidance in four areas: contributing to its publications, holding events, assisting with VIP visits, and working with the media.

- *Publications.* KCBS staff will regularly submit items for USAID's biweekly *E-News* (100 words), news releases (250 words), success stories with photos, (500 words or more), and one-line summaries of smaller events for USAID internal distribution. Ms. Rexhepi will handle submission of all KCBS materials to USAID/Kosovo for review.
- *Events.* KCBS will invite USAID/Kosovo to participate in project-sponsored events to help get USAID's message out. KCBS will provide advance notice of at least 12 days for the mission director's participation, and at least 2 weeks for the USOP Chief of Mission. As requested by USAID, KCBS will look for opportunities to showcase the work of cluster firms outside Pristina. KCBS will also look for opportunities to highlight the work of women entrepreneurs. Whenever possible, KCBS will help with event logistics.
- *VIP visits.* Whenever possible, KCBS will arrange visits to project sites by U.S. VIP visitors to demonstrate how U.S. foreign assistance contributes to international stability, and to highlight unmet needs that deserve U.S. funding. As requested by USAID, KCBS will look for opportunities to take VIPs to meet minority clients who are not in enclaves. For VIPs whose time is limited, KCBS will prepare a general PowerPoint presentation on the project, and additional presentations on specific technical topics from time to time. Presentations will be concise and precise, focusing on situations and solutions.
- *Working with the media.* KCBS technical staff will invite responsible reporters to accompany them on field visits to cluster firms. KCBS will inform USAID in advance, prepare specific talking points, and let USAID know immediately if they believe the reporter may have misinterpreted something. The purpose is to introduce reporters to different actors in the value chain – producers, processors, wholesalers, retailers, buyers – and get these individuals to tell their stories so the public can better understand how cluster development contributes to economic growth and employment. KCBS staff will also give interviews to the media and write occasional articles for publication in the local press. Ms. Rexhepi will submit all materials to USAID for review, including interview questions and answers.

KCBS crosscutting activities are discussed in detail in Subsection C1. They will include:

- Development of *core messages* or themes to unite project communications.
- Creation of *informational materials* to introduce clusters to different audiences.
- *Consensus-building activities* to unite stakeholders around shared goals.
- *Media outreach* to engage the public in cluster issues.

B2. Aligning KCBS Staff around Communication Goals and Tasks

To align KCBS staff around USAID's vision and Chemonics' project reporting systems, the consultant held a communications orientation session for all staff, distributed a project communications handbook, and worked closely with communications and technical staff to develop a detailed communication strategy and work plan.

Staff communications orientation. All staff who were not traveling attended a one-hour briefing session led by the consultant on Friday, December 17, 2004. The meeting highlighted USAID's priorities, Chemonics' approach to communications, and ways for the KCBS team to incorporate communications into their technical work. The goal was twofold:

- Equip KCBS staff to use communications in support of implementation.
- Equip staff to create a record of KCBS activities, successes, and lessons for other development professionals to share and learn from.

Team members made valuable suggestions based on their work under previous projects, particularly the USAID predecessor project, Kosovo Business Support (KBS). Staff agreed to integrate the following key activities into their daily work:

- Contribute to USAID vehicles and create avenues to get USAID's message out.
- Document the project with stories, photos, and impact data throughout its life.
- Incorporate stories, photos, and impact data into monthly and quarterly reports.
- Look for opportunities to invite journalists and VIPs to visit client sites.

Project communications handbook. The consultant developed a 12-page communication handbook for field staff based on USAID's guidance and Chemonics' in-house communications toolkit. The handbook covers USAID and project branding, documentation through stories and photos, project reporting, and using specific formats, such as PowerPoints, newsletters, and the Web (see Annex D for a table of contents). The handbook was distributed electronically to all staff after the orientation session.

Strategy and work plan development. This strategy aims to align communications around core messages to support achievement of project goals. It identifies crosscutting and component-level key results, key challenges, target audiences, core messages, and message delivery channels (Subsection C and Annex A). However, developing tailored communication strategies for each cluster was beyond the scope of this consultancy. Additional short-term assistance will be needed to develop cluster-level communication strategies as clusters evolve, and to support major outreach efforts, such as the "Made in Kosovo" branding campaign. These tasks and recommended LOE are identified in the communications work plan (Annex A).

B3. Resources

KCBS communications specialist Xheraldina Rexhepi will be responsible for most day-to-day activities. Chemonics home-office communications advisor Karen Byrne will support communications planning, technical writing, and project reporting. We will engage short-term expatriate advisors for major efforts, such as the "Made in Kosovo" branding campaign. We will also involve local firms in communication support through the Strategic Activities Fund. Long-term technical staff will contribute to briefings, success stories, and reporting.

C. Communication Strategy

This section summarizes core messages and communications activities for the project as a whole and for each component, based on the KCBS results framework.

Results framework. The four-year KCBS project aims to expand sales and jobs by increasing cluster competitiveness (IR 1.3.1) and improving the business environment (IR 1.3.2). Under the competitiveness component, KCBS works to improve quality and increase production in three targeted clusters. Under the business environment component, KCBS works to remove barriers that stand in the way of cluster development and job growth.

Role of communications in implementation. Communication is vital to cluster development. Cluster firms must communicate with each other to establish linkages; with consumers to gauge and respond to demand; with investors and lenders to mobilize the resources to grow; and with policy makers to remove barriers to growth.

Audiences, key results, key challenges, and core messages. KCBS is likely to work directly or indirectly with more than 60 counterparts, including associations, government institutions, NGOs, donors, banks and other financial institutions, and providers of business consulting and marketing services. Thus it is crucial to develop *core messages* to unite counterparts in support of shared goals while avoiding debate on potentially divisive issues.

C1. Core Messages

A core message embodies the central information that one aims to communicate and the residual impression one hopes to impart. Clarity and repetition of core messages are key to successful communication. To develop accurate, relevant, and persuasive core messages, KCBS will listen carefully to counterparts and respond to their ideas and concerns, commissioning focus group research and KAP studies by local research firms as necessary through the Strategic Activities Fund.

Below, we offer a set of general core messages to guide KCBS and stakeholder communications about the project and its purpose. They are based on USAID's economic growth strategy for Kosovo and discussions with USAID and project staff. The team will lead a process to review and refine core messages as part of the Year 2 work-planning process.

SO 1.3: Accelerated Private Sector Growth	<i>Kosovo can create jobs and improve living standards by promoting private sector growth.</i>
SO 1.3.1: Increased Competitiveness of Targeted Clusters	<i>Kosovo's best opportunities for new jobs and growth are in agriculture and construction.</i>
SO 1.3.2: Improved Business Operating Environment	<i>Kosovo needs business-friendly policies to grow its most promising industries.</i>

Message delivery. KCBS will deliver core messages through informational materials, consensus-building activities, and media outreach.

- KCBS will create *informational materials* to introduce stakeholders and counterparts to key issues and help control the accuracy of how counterparts present information to others. The initial set of materials will include:

- Web page: KCBS homepage (www.usaidkCBS.com) introducing the project, with links to news, technical materials, USAID/Kosovo, and counterpart sites (2/05)
 - Fact sheets: “Jobs and Growth for Kosovo,” “How Clusters Work,” “Associations and Markets” (4/05)
 - PowerPoint presentation: “Jobs and Growth for Kosovo” (4/05)
 - Press kit: Fact sheets, press releases, photos, list of KCBS contacts (5/05)
- *Consensus-building activities* unite stakeholders around shared goals. KCBS staff will prepare presentations for U.S. VIPs, conduct VIP visits to project sites, and hold face-to-face meetings with officials and stakeholders. Ms. Rexhepi will network with other projects, such as KEDI and KAMP, to share ideas and informational materials. She will also provide communications support for major events and initiatives set out in the Year 1 work plan, including:
 - Business-government roundtable (5/05)
 - Regional B2B and access to finance conference (7/05)
 - “Made in Kosovo” branding for cluster products (8/05)
 - KCBS will *reach out to the media* to foster an understanding of cluster issues and build broad support for removing barriers to business growth. Besides using USAID’s communication channels, Ms. Rexhepi will brief journalists on specific issues, invite them to visit project sites, organize interviews with technical experts, arrange news conferences, manage placement of articles by experts in major publications, and keep a record of project-related publications and broadcasts. She will also lead a project team to manage content on the KCBS Web site. Ongoing activities are summarized in Annex A. Major one-time activities will include:
 - Placement of article on constraints to business growth (4/05)
 - Media outreach for conferences and branding initiatives (see above)

C2. Targeted Messages

In addition to core messages, we offer a set of targeted messages to guide communications with six key audiences. They are based on a study of background documents and detailed discussions with the project team (see Annex C). The following table defines the main action KCBS wants each target group to take (key results), the main impediments to action (key challenges), and the information KCBS will disseminate to encourage action (targeted messages). The KCBS team will lead a process to review, refine, and further develop targeted messages as part of the Year 2 work-planning process.

Target Audience	Key Result	Key Challenge	Message
Cluster firms	Cluster firms collaborate all along the value chain.	Mutual mistrust, skepticism about benefits.	<i>Cluster firms grow faster by working together.</i>
BSPs, cluster firms	Cluster firms use and pay for business support services.	Firms don’t perceive the value.	<i>Firms that invest in BSP services build sales and jobs.</i>
Associations	Associations organize around markets.	Focus on narrow interests.	<i>Associations serve members by helping them serve markets.</i>
Investors, lenders	Investors and lenders invest more capital in Kosovo.	Perception of Kosovo as risky.	<i>Cluster firms are repaying loans, and business is working with government to reduce risk.</i>
Policy makers	Business and government work together to lift barriers to growth.	Adversarial relationships, territorial behavior, corruption.	<i>Only joint efforts can secure Kosovo’s future in the EU environment.</i>
Consumers, public	Consumers buy more Kosovo products.	Perception of Kosovo goods as inferior.	<i>Cluster firms are raising quality to meet EU standards.</i>

C2a. Increasing Cluster Competitiveness

KCBS aims to improve quality and increase production in three targeted clusters. To do so, KCBS must foster collaboration among cluster firms and convince them that using business support services will improve their performance. Targeted messages for cluster firms are:

*Cluster firms grow faster by working together.
Firms that invest in business support services build sales and jobs.*

It may be necessary to develop more detailed messages to promote understanding of clusters and business support services among cluster firms, associations, policy makers, and the public. Cluster leaders will determine the need, resources, and timing for additional message development. The table below presents a framework for detailed message development. It follows the five-phase cluster development process set out in the work plan.

Cluster Phase	Communication Goals	Target Audiences	Message Delivery
Phase 1 Conduct initial diagnostics	<ul style="list-style-type: none"> Understanding of clusters in the economy Understanding of Kosovo's competitive position in targeted clusters 	<ul style="list-style-type: none"> Cluster firms Associations Policy makers Public 	<ul style="list-style-type: none"> KCBS
Phase 2 Identify clusters	<ul style="list-style-type: none"> Understanding of cluster relationships Understanding of cluster benefits Understanding of BSP benefits 	<ul style="list-style-type: none"> Cluster firms Associations BSPs 	<ul style="list-style-type: none"> KCBS
Phase 3 Craft cluster strategies	<ul style="list-style-type: none"> Effective communication among cluster participants Awareness of market opportunities Agreement on cluster priorities 	<ul style="list-style-type: none"> Cluster firms Investors, lenders 	<ul style="list-style-type: none"> KCBS Associations
Phase 4 Implement cluster strategies	<ul style="list-style-type: none"> Market information disseminated Effective advocacy of issues 	<ul style="list-style-type: none"> Cluster firms Policy makers Public 	<ul style="list-style-type: none"> KCBS Associations
Phase 5 Sustain the cluster initiative	<ul style="list-style-type: none"> Permanent market information vehicles established Permanent advocacy capacity established 	<ul style="list-style-type: none"> Cluster firms Policy makers Public 	<ul style="list-style-type: none"> Associations

KCBS staff will provide communication support for the work plan activities below.

Dairy

- Fact sheet and expert interview on what milk grades mean for consumers (5/05)
- Fact sheet for farmers on cattle diseases that cause sterility (10/05)

Meat

- Article and expert interview on Kosovo-brand fresh chicken (9/05)

Animal feed

- Fact sheet for farmers on new credit service (6/05)
- Brochure for farmers on results of feed grain test plots (10/05)

Eggs

- Fact sheet for farmers on poultry diseases and testing systems (6/05)
- Article and expert interview on Kosovo-brand fresh eggs (9/05)

Fruit and vegetables

- Fact sheet for associations on market for processed fruits and vegetables (7/05)

- Article and expert interview on Kosovo-brand fruits and vegetables (8/05)

Wood processing

- Fact sheet for window and door makers on quality standards (5/05)
- Media outreach and event support for Wood Week trade fair (6/05)
- Article on apprenticeship program (9/05)

Construction

- Expert interview on reinforced steel testing laboratory (7/05)
- Fact sheet for contractors on building materials standards (9/05)

C2b. Improving the Business Environment

KCBS works with and through associations to improve the business environment by removing barriers to growth. KCBS works *with* associations to improve their advocacy skills and build their capacity to deliver services. It works *through* associations to build buy-in for reform. The project needs targeted messages to support association development and a different set of messages to change attitudes among key target groups.

Associations. The main impediment to association development is a tendency to focus on narrow interests and short-term gains rather than anticipating long-term trends and equipping members to compete successfully. The targeted message for associations is:

Associations serve members by helping members serve markets.

Like clusters, the associations they represent will evolve over time, and additional messages may be needed to promote understanding of their role and value. A framework for additional message development is on the following page, organized by work plan tasks to be undertaken at different stages of association development. Cluster leaders will determine the need, resources, and timing for additional message development.

Work Plan Task	Communication Goals	Target Audiences	Message Delivery
Conduct initial diagnostics (SWOT analysis)	<ul style="list-style-type: none"> • Understanding of Kosovo's competitive position in targeted clusters • Understanding of the role of associations • Commitment to helping members serve markets 	<ul style="list-style-type: none"> • Associations 	<ul style="list-style-type: none"> • KCBS
Identify needs (business planning, advocacy, member services, marketing)	<ul style="list-style-type: none"> • Agreement on advocacy priorities 	<ul style="list-style-type: none"> • Associations 	<ul style="list-style-type: none"> • KCBS
Develop and implement strategic plans	<ul style="list-style-type: none"> • Ability to prioritize and advocate reforms • Ability to represent the industry in trade negotiations and international forums • Awareness of market opportunities • Ability to connect members with markets • Ability to promote services and gather feedback 	<ul style="list-style-type: none"> • Associations 	<ul style="list-style-type: none"> • KCBS
Build capacity for self-regulation	<ul style="list-style-type: none"> • Industry standards disseminated to members • Members aware of sanctions 	<ul style="list-style-type: none"> • Cluster firms 	<ul style="list-style-type: none"> • KCBS • Associations
Associations manages their own communications	<ul style="list-style-type: none"> • Permanent market information vehicles established • Permanent advocacy capacity established 	<ul style="list-style-type: none"> • Cluster firms • Policy makers • Public 	<ul style="list-style-type: none"> • Associations

KCBS staff will provide communication support for the work plan activities below.

Business constraints

- Article on administrative and policy constraints to business growth (4/05)
- News conferences on business-government roundtable results (as needed)

Business associations

- Media outreach and event support for regional conference (7/05)
- Article on potential impact of Kosovo-Macedonia FTA (7/05)
- Print and broadcast interviews of women business and association leaders (8/05)

Business services

- Article on constraints to business growth (4/05)
- Article on role of business services in promoting enterprise growth (11/05)

Key audiences. The greatest communication challenge for KCBS is to change the attitudes of three key target groups who can dramatically influence the outcome of the project.

- KCBS wants *investors and lenders* to make more capital available to targeted clusters. But investors and lenders perceive Kosovo as risky. It will be crucial for KCBS to make investors aware of every step taken toward reducing risk, and lenders aware of responsible behavior by cluster borrowers and the potential of clusters as a new market. The project team will stay alert to progress on these fronts and will work with the communication specialist to develop success stories that highlight positive change. Targeted messages for investors and lenders are:

***Business is working with government to reduce investor risk.
Cluster firms are good customers and a growing market for lenders.***

- KCBS wants *policy makers* to cooperate with business to lift barriers to growth. Adversarial relationships between business and government, territorial behavior by different government agencies, inertia, and corruption all stand in the way. While no single project can take on all these challenges, KCBS will accelerate progress toward reform through the business-government forum and discourage corruption by competing contracts awarded through the Strategic Activities Fund. The KCBS team will highlight cooperation and fair play through success stories and send a message that links collaboration with economic survival:

Only joint efforts can secure Kosovo's future in the EU environment.

- KCBS wants *consumers* to buy products made locally, but consumers perceive products made in Kosovo as inferior to imports. A well-designed branding campaign can change consumer attitudes. For each product that cluster leaders believe is of high quality and truly competitive, we recommend engaging a short-term branding expert to lead a rigorous process of market research to gauge consumer attitudes, product differentiation, focus group testing of messages, a promotional campaign, and additional research to document changes in consumer preferences. The expert can also determine whether branding campaigns for different products can or should be linked. Meanwhile, project staff will promote

specific Made in Kosovo products through articles, interviews, and journalist site visits, as detailed elsewhere in this report. Our consistent message will be:

Cluster firms are raising quality to meet EU standards.

D. Success Stories and Impact Reporting

We believe fact-based, people-focused impact reporting is the best way to share knowledge among development professionals and to build public support for international development as an investment in global security. Our field team understands the importance of communication and considers it an integral part of the job. Our reports to USAID, stakeholders, and the public will tell the story of Kosovo's economic progress by the numbers and through interviews with farmers and food processors, contractors and carpenters, consultants and CEOs. We will use every available channel to tell USAID, stakeholders, and the public about what works for clusters and business service providers in Kosovo. We have summarized crosscutting communication tasks elsewhere in this report. In addition, we recommend engaging short-term reporting assistance midway through the project and six months prior to closeout to document successes through stories and photos for USAID's "Telling Our Story" Web site and the KCBS final report.

E. Communications Work Plan

A communications work plan specifying Year 1 activities, responsibility, resources, milestones, and timing is in Annex A. It updates and expands on the Communications Activities chart in the approved Year 1 overall work plan.

ANNEX A. COMMUNICATIONS WORK PLAN

Crosscutting Activities						
No.	Description	Responsible	Resources	Partners	Milestone	Completion By
1.	Establish and manage KCBS Web site	X. Rexhepi	LTTA	KCBS team	KCBS Web site up and running	February 2005
2.	Draft KCBS communication strategy	K. Byrne	12 days STTA	USAID, KCBS team	Strategy submitted to USAID	March 2005
3.	Prepare PowerPoint on KCBS approach, activities, and expected results	K. Byrne	3 days STTA	USAID, KCBS team	Presentation submitted to USAID	April 2005
4.	Develop press kit formats	J. DeBrujin	3 days STTA	KCBS team	Formats approved by team	April 2005
5.	Develop 3 core fact sheets	K. Byrne	6 days STTA	KCBS team	Fact sheets approved by team	May 2005
6.	Develop and disseminate news releases	X. Rexhepi	LTTA	USAID, KCBS team	News releases submitted to USAID	Monthly
7.	Develop and disseminate success stories	K. Byrne	12 days STTA	KCBS team	Stories submitted to USAID	Quarterly
8.	Network with related projects to share ideas and information	X. Rexhepi	LTTA	KEDI, KMAP, other projects	Information shared	Quarterly
9.	Support establishment of "Made in Kosovo" brand	X. Rexhepi, Marketing Advisor TBD, research firm TBD	LTTA, 20 days STTA, research purchase	KCBS team	Brands established and publicized	Per work plan
10.	Contribute to USAID publications	X. Rexhepi	LTTA	USAID, KCBS team	Items submitted to USAID for E-News, Admin Weekly, UNMIK quarterly	Per USAID publication schedule
11.	Conduct USAID VIP site visits	X. Rexhepi	LTTA	KCBS team	VIP site visits held	Per USAID request
12.	Organize mini-events with USAID participation	X. Rexhepi	LTTA	KCBS team	Mini-events held	Per availability of USOP/USAID staff

Implementation Support						
No.	Description	Responsible	Resources	Partners	Milestone	Completion By
13.	Article on constraints to business growth	X. Rexhepi, KCBS staff	LTTA	Media TBD	Article published	April 2005
14.	Fact sheet and expert interview on milk grades	X. Rexhepi, KCBS staff, Writer TBD	LTTA, 2 days STTA	Media TBD	Fact sheet distributed, interview aired	May 2005
15.	Fact sheet for window and door makers on quality standards	X. Rexhepi, KCBS staff, Writer TBD	LTTA, 2 days STTA	AWPK	Fact sheet distributed	May 2005
16.	Fact sheet for poultry farmers on disease testing systems	X. Rexhepi, KCBS staff, Writer TBD	LTTA, 2 days STTA	SHPUK	Fact sheet distributed	June 2005
17.	Fact sheet for dairy farmers on new credit service	X. Rexhepi, KCBS staff, Writer TBD	LTTA, 2 days STTA	KAMP, AMPKO	Fact sheet distributed	June 2005
18.	Media outreach & event support for Wood Week	X. Rexhepi, PR Firm TBD	LTTA, fixed-price subcontract	AWPK, KCC, Media TBD	Publicity, media coverage	June 2005
19.	Expert interview on reinforced steel testing laboratory	X. Rexhepi, KCBS staff	LTTA	Media TBD	Interview aired	July 2005
20.	Media outreach & event support for regional B2B/access to finance conference	X. Rexhepi, PR Firm TBD	LTTA, fixed-price subcontract	AmCham, AKA, AKB, KCC	Publicity, media coverage	July 2005
21.	Article on potential impact of Kosovo-Macedonia FTA	X. Rexhepi, KCBS staff	LTTA	KDC, AKB, AKA, MTI, AmCham, KCC	Article published	July 2005
22.	Fact sheet for associations on processed F&V market	X. Rexhepi, KCBS staff, Writer TBD	LTTA, 2 days STTA	Anadrini	Fact sheet distributed	July 2005
23.	Article and expert interview on Kosovo-brand F&V	X. Rexhepi, KCBS staff	LTTA	Media TBD	Article published, interview aired	August 2005

Implementation Support						
No.	Description	Responsible	Resources	Partners	Milestone	Completion By
24.	Print and broadcast interviews of women business and association leaders	X. Rexhepi	LTTA	Women's Associations, Media TBD	Interviews published and aired	August 2005
25.	Article and expert interview on Kosovo-brand fresh chicken	X. Rexhepi, KCBS staff	LTTA	Media TBD	Article published, interview aired	September 2005
26.	Article and expert interview on Kosovo-brand fresh eggs	X. Rexhepi, KCBS staff	LTTA	Media TBD	Article published, interview aired	September 2005
27.	Article on wood processing apprenticeship program	X. Rexhepi	LTTA	Media TBD	Article published	September 2005
28.	Fact sheet for contractors on building materials standards	X. Rexhepi, KCBS staff, Writer TBD	LTTA, 2 days STTA	KSA, construction associations	Fact sheet distributed	September 2005
29.	Brochure for farmers on results of feed grain test plots	X. Rexhepi, Writer TBD	LTTA, 2 days STTA	AKA, KAMP, SHPUK, KODAA	Brochure distributed	October 2005
30.	Fact sheet for dairy farmers on cattle diseases causing sterility	X. Rexhepi, KCBS staff, Writer TBD	LTTA, 2 days STTA	KAMP, AMPKO	Fact sheet distributed	October 2005
31.	Article on role of BSPs in promoting business growth	X. Rexhepi, KCBS staff	LTTA	BSPs	Article published	November 2005
32.	News conference on business-government roundtable results	X. Rexhepi	LTTA	Media TBD	News conference held	As needed
33.	Develop specific cluster communication strategies	KCBS staff, TBD	LTTA, STTA TBD	Cluster Partners	Strategies developed	As needed
34.	Engage additional local support for communications activities	X. Rexhepi, S. Rama	LTTA, Fixed-Price Subcontract	Local PR Firm TBD	Assistance provided	As needed

ANNEX B. COMMUNICATION STRATEGY SCOPE OF WORK

KOSOVO CLUSTER AND BUSINESS SUPPORT (KCBS) SCOPE OF WORK Communications Advisor

POSITION DESCRIPTION

The Communications Advisor will develop a communications strategy that addresses all communications tasks and contributes to achieving USAID's goals for KCBS. They will work under the direct supervision of and report to the Chief of Party (COP). The Communications Advisor has the authority and the obligation to question and refer to the COP any activity that does not appear to be in accordance with company, project or Government of Kosovo/UNMIK policy, guidelines or standards. The assignment will take place in Washington, D.C., and Kosovo in December 2004 and January 2005. Work will involve field staff, stakeholders, and home-office project management staff.

BACKGROUND

The four-year KCBS project aims to stimulate economic growth and improve employment opportunities in Kosovo. To achieve its twin goals — supporting cluster development and improving the business environment — the project must communicate successfully on a variety of fronts. Among other tasks, it must:

- Work with stakeholders to develop individual cluster communication strategies.
- Train associations to use the media as allies for policy reform.
- Highlight successes that build momentum for change.

An integrated communication strategy is built around clear goals, a realistic assessment of opportunities and challenges, and input from key stakeholders. The consultant will work with the Kosovar communications specialist to develop a strategy that advances USAID's objectives for KCBS by (i) aligning communications around key messages developed in consultation with stakeholders, and (ii) providing for fact-based, people-focused impact reporting to stakeholders, beneficiaries, and the public.

SPECIFIC TASKS AND RESPONSIBILITIES

The Communications Advisor will be responsible for undertaking the following tasks and responsibilities in a professional manner:

In Washington (2 days):

- Review relevant documents, including USAID's scope of work, the Year 1 project work plan, and related background materials.
- Develop a PowerPoint presentation for USAID on the project's strategy, objectives, and approach.
- Incorporate communications approach and edit the KCBS work plan. (November 29)

In Kosovo (5 days):

- Mentor local Communications Specialist Xheraldina Rexhepi in advanced communications methods (how to integrate communications into team-level work plans; how to capture and document success stories; how to conduct an interview with a beneficiary to allow them to tell their story; etc).
- In consultation with USAID, establish ground rules for project reporting (media policy, deliverables, impact reporting, etc.).
- Clarify roles and relationships among communications staff (long-term Kosovar specialist, home-office advisor, short-term senior advisors).
- In consultation with project staff, establish project identity (vision statement, marketing strategy).
- Interview project counterparts, beneficiaries, and staff members on key opportunities and challenges.
- Train all staff in basic communications tools and skills (what is the structure and purpose of a press release, a press conference, a study tour, a web site, a business card, a brochure, etc).

In Washington (5 days):

- Draft, revise, and finalize the integrated communications strategy with input from USAID and the COP.

DELIVERABLES

- Integrated project communication strategy.
- PowerPoint presentation presenting the project's strategy, objectives, and approach.

SUPERVISION AND REPORTING

The Communications Advisor will report to and be under the direct supervision of the COP or his/her designate.

ANNEX C. RESOURCES CONSULTED

Documents

Strategic Plan 2004-2008, USAID Mission in Kosovo
KCBS TO 800 Scope of Work
Technical Proposal, KCBS, Chemonics International, July 2004
KCBS Contract No. AFP-I-00-03-00030-00, TO 800
KCBS Year 1 Work Plan, January 2005
KCBS Monthly Reports through February 2005
KCBS Performance-Based Management System, March 2005
Evaluation of USAID/Kosovo SME and Agriculture/Agribusiness Programs, DAI, May 2004
Kosovo: Toward Final Status, Crisis Group Europe Report N°161, 24 January 2005

Interviews and Discussions

Timothy C. Hammann, Private Sector Advisor, USAID
Patricia Orlowitz, Senior Public Information Officer, USAID
Xheraldina Cernobregu, Public Education Specialist, USID
Dardane Peje, outgoing KCBS CTO, USAID
Kevin Covert, Senior Manager, Chemonics International
Peter Thatcher, (former) Chief of Party, KCBS
Martin Wood, Construction Advisor, KCBS
Richard O'Sullivan, Competitiveness & Association Advisor, KCBS
Peter Dickrell, Cluster Advisor, KCBS
James Riordan, short-term Business Support Services Advisor, KCBS
Theodore White, short-term Fruit & Vegetables Cluster Advisor, KCBS
Burim Meqa, Wood Processing Specialist, KCBS
Valdet Osmani, Construction Specialist, KCBS
Zijadin Gojnovci, Dairy-Beef Specialist, KCBS
Iilir Zenelaj, Poultry-Animal Feed Specialist, KCBS
Xheraldina Rexhepi, Communication Specialist, KCBS
Iilir Doci, IT Manager, KCBS

ANNEX D. KCBS COMMUNICATION HANDBOOK: CONTENTS

I. Communication Basics

Chemonics' Communications Philosophy
Project Communications: 10 Tips
Chemonics' Branding Policy
USAID's Branding Policy
Project Logos
Partner Logos

II. Project Reporting

Reports
Templates

III. Documentation through Stories and Photos

Success Stories
Photography

IV. Frequently Used Communication Tools

News Releases
PowerPoint Presentations
Web Sites

V. KCBS and USAID